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DD/S 68-3968

2 AUG 1968

MEMORANDUM FOR: Mr. [REDACTED]
Historical Staff/DCI

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SUBJECT : Historical Programs

1. In your memorandum of 22 July 1968 you requested comments on several factors pertaining to the Support Services historical program.

2. Although progress in our historical program has not been made at a uniform rate in all offices, I do think that the program is well planted in each office and that it has now reached the point where more results should be anticipated within the next few months. Actual progress of each office was delineated in our last Quarterly Report.

3. The problems we have encountered really point up how the program might have been better planned and executed. Our primary problem in most offices has been the heavy workload carried by the very personnel who have the writing ability, Agency experience, and knowledge of activities needed to compose historical papers. In the Support Services we have had no "pool" of overseas retirees awaiting reassignment; Support personnel return from overseas directly into operational assignments and are very rapidly enmeshed in day-to-day activities. The most satisfactory approach to achieve progress in historical programs has been hiring of annuitants. In one or two offices, however, we have not even been able to locate knowledgeable annuitants who could satisfactorily serve as writers. We are still worrying with this latter problem.

4. It is my opinion that our Support programs are meshing very well with those of DD/P, our primary sister Directorate. The Records personnel and others of the DD/P have been most helpful in assisting writers engaged in Support Services historical efforts.

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downgrading and
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5. I have several times stressed to historical officers of the various Support Offices, and twice to assembled Office Heads, the importance of developing a procedure whereby current papers of obvious historical import may be separated, or copies thereof placed in special historical holding files for the benefit of writers who will update their historical programs. Along the same lines, I believe that historical officers of the various Support Offices can serve to note those documents that should be retained for historical purposes and suggest those other records which may be destroyed.

6. I requested comments from Messrs. [redacted] on your memo, and I am attaching hereto copies of their responses. I trust that these may also be of interest.

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[redacted]

Chairman

Support Services Historical Board

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Atts

Att A - Memo dtd 26 July 68 to Chairman,
Support Services Historical Board,
fr OC-EXO, subj: Progress on
Historical Program

Att B - Memo dtd 31 July 68 to Chairman,
Support Services Historical Board,
fr [redacted] subj: Comment on
Questions Raised by Mr. [redacted]

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Distribution:

Orig & 1 - Adse w/cy of att A (DD/S 68-3831) & att B (DD/S 68-3974)
1 - DD/S Subject w/O of Att A&B w/ background D2/S 68-3773
1 - DD/S Chrono

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UNCLASSIFIED		CONFIDENTIAL		SECRET	
<p align="center">CENTRAL INTELLIGENCE AGENCY OFFICIAL ROUTING SLIP</p>					
TO	NAME AND ADDRESS	DATE	INITIALS		
1	Chairman, Support Services				
2	Historical Board 7D-02				
3	Attention: Mr. 				
4					
5					
6					
ACTION		DIRECT REPLY		PREPARE REPLY	
APPROVAL		DISPATCH		RECOMMENDATION	
COMMENT		FILE		RETURN	
CONCURRENCE		INFORMATION		SIGNATURE	
<p>Remarks:</p> <p align="center">Dick:</p> <p align="center">I'm off on leave 26 July for two weeks. Therefore, I have rather hurriedly answered the questions you sent down. Hope they are helpful.</p> <div align="right" style="border: 1px solid black; width: 150px; height: 30px; margin-top: 10px;"></div>					
FOLD HERE TO RETURN TO SENDER					
FROM: NAME, ADDRESS AND PHONE NO.				DATE	
<p align="center">OC-EXO 2D-00</p> <p align="center">UNCLASSIFIED CONFIDENTIAL SECRET</p>				<p align="center">7/26/68</p>	

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- There has been no change in the status of our historical program as last reported. We are just finishing Chapter II which covers the period of the Office of Communications to 1 July 1951.

- An Agency or Directorate Handbook should be published with more specific procedures and information than that contained in the present DD/S Handbook. It would be helpful if the Handbook contained the names and telephone numbers of the historians and the Records Management Officers in other Agency components. This information could be used by the historians in researching and obtaining reference materials and information. The telephone numbers and names of other persons who could assist in the writing or researching for the history should also be included; i. e., the DD/P Publications Control Staff, DD/S Publications Control Staff, DD/P-RID Archives and Disposition, etc. Further the Handbook could include information on the procedure for organizing the history into volumes, chapters, or sections and the numbering system to be employed. The answers to the procedural questions posed in paragraph 3 below could likewise be covered in the Handbook.

- a. There is no detailed format to be used which encompasses all aspects of history writing; for example, should there be a foreword? Should there be chapters and sections? If the history should run beyond what can be bound in one book, should it be divided into volumes or chapters? How should Appendixes be listed in the Table of Contents? How should they be exhibited in the history? How should abbreviations in the text be handled? Should there be a list of contacts and contributors who have provided information used in the history? If so, should this be in the foreword? Should reference material obtained from the Records Center be reproduced and put back in the Records Center or should there be archives established for this type of material? How will additions and revisions be made to the history after it is published? Where in the history should credit be given to the writer including a short biography?

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b. The historian has been unable to reproduce references at the [] Records Center. A reproduction machine should be installed at the [] Records Center and be available to the historians.

c. No uniform system exists for processing reference material. We are reproducing one copy of each reference available and will archive these separately at the Records Center.

4. How do your programs mesh with those of the other Directorates, especially DD/P. Is there sufficient coordination or should there be more in the future?

The Office of Communications program has meshed exceptionally well with DD/P and on a limited scale with other Directorates. There has been sufficient coordination. Some problems have been encountered; that is, some clandestine regulations have been quite difficult to obtain and a few Top Secret documents could only be reviewed in the DD/P Top Secret Control Office.

5. When you believe that your present program can be completed:

Although it is difficult to predict how long it will take to complete the history of OC, a rough guess would be that the general history we are now working on will be finished in 18-24 months. We hope at that time to begin preparation of a series of monographs. As the number of monographs we will write has not yet been decided we cannot estimate the length of the program.

6. Your suggestions as to projecting the program into the future on a continuing basis. This should include your ideas in regard to the limited use of annuitants.

After the current history writing programs have been completed, the program should be updated on an annual basis by use of an annuitant.

7. Any suggestions you would like to make in regard to programming, writing, retirement and retrieval of documents, etc.

a. There should be better coordination between the historical program and the Agency's Records Management Program.

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- b. Records Management Officers should be instructed to make references available to other components without any difficulty.
- c. A recommended Agency procedure for references used in the history should be established. Recommendations as to reproducing a copy of each reference and archiving these should be established.
- d. An additional copy of the histories as they are being written should be made for the Agency archives.

8. What uses do you foresee for your finished papers?

The finished Office of Communications Historical documents may be used to:

- a. Give background information on the Office of Communications to new personnel.
- b. Provide a record of courses of actions that did not succeed and the reasons why in order that they would not be repeated.

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Comment on Questions Raised by Mr. [redacted]

FROM: [redacted], Member
Support Services Historical
Board

EXTENSION

NO.

DATE

31 July 1968

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Mr. [redacted], Chairman,
Support Services Historical
Board, 7D02
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- 15.

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31 July 1968

MEMORANDUM FOR: Chairman, Support Services,
Historical Board

SUBJECT : Comment on Questions Raised by Mr.

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1. I am submitting the following in answer to your request for comment on the questions raised by in his Memorandum of 22 July 1968.

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2. The biggest problem I have encountered in trying to get an OTR history together has been the inability of people generally to do any historical writing in addition to their other duties. I tried to write some history last winter and found that the constant interruption made it impossible to produce any worthwhile material, and I am convinced that this writing can be done only if one has no other duties.

3. The main problem that I have encountered personally has been the problem of the extent to which statements should be documented and footnoted. I do not favor extensive footnoting and referencing for two reasons. These papers are not doctoral dissertations and pseudo-scholarly dressing up seems to serve no useful purpose. In the second place, a narrative overloaded with footnotes and references is very time consuming to write and tiresome to read. I have, therefore, concluded that I shall use a minimum of references. I recognize the importance, however, of identifying key historical documents. I do not believe that there are very many such documents in the Office of Training.

4. I have not yet gotten into the program sufficiently to determine how well the OTR history will mesh with that of the DDP. I was not impressed with the one DDP history I have seen . I do not have any opinion at the present time regarding the amount of coordination which is desirable.

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5. On the question of projecting the program into the future, I think that the DTR or someone speaking for him has to take an aggressive role in earmarking documents which are of permanent value, maintaining a log or similar record of significant events, decisions, and activities as they occur. The DTR's office is the only place where there is complete knowledge of what is happening.

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6. Unless the top commandant takes an active part, neither annuitants nor anyone else can get the whole history.

25X1 7. I believe that the documents which OTR has stored [] are very useful but difficult to retrieve and use efficiently because they have not been filed in such a way as to make research easy. Perhaps in the future, OTR could devise a better system for retiring historical material in order to make historical writing less time consuming.

8. I would like to suggest that the DDS Historical Board should compile a document similar to the "Antecedents to the Clandestine Services" prepared by the Historical Staff. I have had trouble trying to find out, for example, just when the Office of Logistics was established. The DDP book has been extremely useful.

9. As for the use which may be made of my finished papers, it is my hope that they will be of use every time a new ~~DTR of Training~~ is appointed. He will be able to become familiar with the policies, the mistakes, the problems and the organizational culture of the office and this may be useful.



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